

General Manager

Directorate:	People, Culture & Transformation
Reports to:	CEO
Direct Reports:	>10 EFT and < 20 EFT
Budget Parameters:	\$1,000,000
Delegations:	TBA

DPV HEALTH VALUES

It is a requirement of all DPV Health positions that work will be undertaken in line with the DPV Health values as follows:

Persistence	Integrity	Compassion	Respect	Responsiveness
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Position Summary and Context

The General Manager People, Culture & Transformation is central to providing executive leadership for the organisation’s people, culture and business improvement strategies. This leadership role will identify and implement initiatives which position DPV Health as an industry leader and employer of choice whilst ensuring the health and wellbeing of our community. It will also identify, co-ordinate and/or lead major innovation and improvements projects for the organisation, particularly those related to workforce.

The position will ensure the organisation’s people and culture initiatives are engaging, collaborative in design and of a high standard for DPV Health to attract, retain and build the capabilities of the organisation. This encompasses accountability for leading the human resources, organisational development, volunteer’s programs, business improvement and workforce integration agenda during a period of continual change and strong growth.

The GM People, Culture and Transformation will oversee the successful introduction and ongoing delivery of the Studer Hard Wiring Excellence Program “The DPV Way” to enhance DPV Health’s employee engagement and accountability frameworks.

The position will coordinate and where appropriate deliver people capability improvement initiatives including leadership, team development and business skills development programs. The incumbent will work with the CEO, Executive team and Board to ensure all strategic and operational initiatives are in synergy with the overall strategic directions of the organisation. Being a part of the executive team will also provide broader opportunities within the organisation to contribute to initiatives aimed at strengthening DPV Health’s capability to ensure the health well-being of the communities it supports.

Specific Role Accountabilities

Strategy and Planning

- Lead the development and implementation of DPV Health's People and Culture Strategy, ensuring alignment to the organisation's Strategic and Business Plans and objectives.
- Develop, maintain and implement HR systems, processes, policies and infrastructure that deliver the strategic objectives of DPV Health.
- Develop and implement a strategic Workforce Plan that identifies and responds to existing and emerging workforce challenges, thereby future proofing the organisation's capability and capacity to achieve its vision.
- Ensure compliance with the requirements of the Workplace Gender Equality Act (2012) and reporting to the Workplace Gender Equality Agency.
- Provide advice to the CEO, Board and Executive team on key strategies, trends and issues for leading best human resources practice across DPV Health.
- Successfully engage with key government and industry stakeholders to enhance the reputation and capacity of DPV Health.
- Actively contribute to the broader Primary Care sector on People & Culture related issues and opportunities.
- Other duties consistent with the position where required and/or requested by the CEO and DPV Health Board from time to time.

Industrial Relations

- Lead the identification, planning and implementation of effective industrial relations strategies to optimise DPV Health's workforce capacity.
- Provide industrial relations advice to line management and ensure DPV Health operates within the framework of Federal and State legislation.
- Establish consistent contractual arrangements and performance standards that adhere to the values of DPV Health.
- Support the Board and executive in the execution of their responsibilities through the provision of relevant HR data, information and advice.
- Report to the DPV Health Board and/or the Governance and Remuneration Sub-Committee on key capability and remuneration issues, developments and directions.

Service Delivery, Engagement & Values Based Culture

- Provide recommendations to executive and Board on strategies and programs to develop a positive culture that is aligned to the DPV Health values and expected behaviours and acknowledges the contribution of employees to DPV Health.
- Build the DPV Health culture and engagement of our people through effective people leadership and management at both the team and individual level.
- Create and maintain a values-based, responsive and respectful workplace culture that integrates the DPV Health values.
- Build and develop the HR team to provide service to internal client groups in all HR matters including performance management, learning and development, leadership development, coaching, mentoring and counselling.
- Ensure consistency in all HR matters across the whole of DPV Health.

- Lead the annual performance review process ensuring managers and staff understand what is required of them, participate in annual performance reviews, have development plans in place, and are provided with timely performance feedback.
- Provide a framework for internal complaints and grievances and promote collaborative employee relations across DPV Health.
- Lead and manage programs in accordance with all accreditation requirements.

Leadership and Development

- Oversee the successful coordination of professional development and mandatory education programs that meet accreditation requirements and best practice industry standards.
- Sponsor and engage executives, senior managers, team managers and employees in developing the leadership capabilities, including leadership styles, and accountability for individual behaviours.

Health and Wellbeing

- Lead the development and execution of a proactive safety culture ensuring the safety, health and welfare of our employees, contractors, visitors and members of the public.
- Leadership for all of DPV Health's OHS, Workcover and RTW policy, processes and responsibilities.
- So far as is practicable, take responsibility for ensuring that appropriate systems and processes for work are in place that provide a safe work environment.
- Ensure appropriate systems and processes are in place for effective management of Workcover claims and Return-to-Work plans thereby reducing claim and premium costs.
- Lead the development and implementation of an appropriate Health and Wellbeing policy incorporating opportunities for work life balance and flexibility that promotes a fair and equitable workplace without compromising our ability to meet the needs of our communities.

Integration, Transformation and Business Improvement

- Provide strategic & operational oversight to business improvement, transformation and workforce integration programs.
- Ensure all service improvement initiatives identified during the integration phase are communicated, prioritised and implemented (in partnership with the relevant GM).
- Establish and maintain a framework to co-ordinate, monitor and support the identification and successful delivery of business improvement initiatives.
- Foster a culture of continuous improvement, excellence and innovation.

Volunteers

- Coordinate best practice, community orientated, meaningful and rewarding volunteer programs to support the delivery of DPV Health programs.
- Implement strategies to grow the DPV Health volunteer base each year.
- Ensure service delivery and support programs are effectively engaged with volunteers such that their contribution is optimised.
- Maintain & improve the volunteer operational framework so that it meets the requirements of DPV Health Policy & Procedure, and all government legislation.

Other duties consistent with the position where required and/or requested by the CEO and Board

CORE GENERAL MANAGER COMPETENCIES:

Service Delivery

- Strategically plan and manage the implementation of all services within the Directorate.
- Ensure DPV Health Annual and Strategic Plan outcomes relevant to the Directorate are achieved
- Drive the long term growth and strategic development of the Directorate.
- Drive an ambitious client and customer centric approach and culture.
- Ensure managers and leaders are supported and empowered to develop their teams and effectively lead services.
- Represent DPV Health and develop and sustain positive relationships with funding bodies and external suppliers, contactors and other relevant organisations and stakeholders.
- Identify, contribute to and respond to key policy directions of governments which impact on services.

Reporting, System and Analytics

- Provide high quality, timely and concise reports for the Board, Sub Committees, CEO, Executive, and External parties.
- Ensure the successful & timely coordination of all management requirements to support Board and/or Management Committees as delegated by the CEO, including but not limited to preparation of Agendas, Minutes and relevant papers.
- Be the strategic and authoritative voice on matters as they relate to the Directorate.
- Ensure all external and internal reporting is accurate and comprehensive.
- Meet all contractual reporting requirements including to external regulatory bodies.
- Promote an outward looking organisational culture, respond to external opportunities and trends with capacity for analysing and forecasting the organisations external environment.
- Actively use and promote the use of DPV Health systems such as VHIMS, MyBookings, Folio, ESS, e3, Gemba, Trim and others.

Culture, Engagement, Diversity – People Experience

- Demonstrate behaviours aligned with DPV Health Values, Code of Conduct and the DPV Way.
- Create and implement a culture of trust, collaboration and ownership.
- Initiate, complete and promote the value of regular supervision, annual work plans and undertake annual performance reviews.
- Actively participate in and promote all required training, inductions and development. Including ensuring your team completes all required training and demonstrates skills learnt.
- Initiate team meetings and attend organisationally required meetings in a positive constructive manner offering balanced views and seeking solutions.
- Develop team members by taking a genuine interest in their career goals.
- Manage the team to ensure productivity is maximised including work force planning, employment arrangements and leave.
- Actively support and demonstrate inclusive behaviour with a zero tolerance for any bullying, harassment and inappropriate conduct.
- Co-ordinate and act as a role model for the successful establishment and ongoing delivery of the Studer Group Hardwiring Excellence Framework “The DPV Way” and other cultural change initiatives.

Financials, Budgets, Targets, Funding

- Achieve activity targets and budgets for your Directorate in consultation with the CEO develop and report on an annual framework of key performance indicators for the Service and report against those KPIs on a timely basis.
- Contribute to budget preparation, track and manage expenditure against budget, and actively participate in forecasting.
- Identify opportunities to enhance the financial sustainability and growth of the Directorate and the organisation.
- Identify opportunities for other funding sources including the preparation of tenders. Work with the CEO and the Executive team to develop costing for tenders and submissions.
- Ensure that all financial transactions are undertaken in line with approved DPV Health policy and delegations.
- Ensure that all contractual requirements are met including budget parameters, service targets and quality expectations.

Health and Safety

- Take reasonable care to ensure no risk of harm to self and others in the workplace. This includes immediately reporting any incidents, near miss, hazards and injuries.
- Comply with relevant Occupational Health and Safety laws, standards, safe work practices, policies and procedures and attend all safety initiatives, improvements & training.
- Act as a role model by demonstrating safe work behaviours and conducting work in accordance with our safety management system.

Risk Management and Compliance – Quality and Accreditation

- Ensure all accreditation standards relevant to your Directorate are achieved and maintained.
- Provide useful performance data and feedback to direct reports and relevant committees and engage staff in identifying and taking appropriate action in response.
- Actively identify, monitor and manage areas of key risk and lead appropriate escalation and response.
- Actively monitor and improve the quality and safety of their care and services.
- Identify risks as they emerge and proactively address new and known risks.
- Foster and implement a commitment to continuous improvement within the Directorate.

DPV Health Annual Performance Review

Subject to Annual Review by CEO and/or delegate

This position description contains the key responsibilities and associated performance indicators for this position. The list of key requirements is not intended to be complete. Other tasks will be assigned from time to time to meet the needs of the organisation.

Specific actions and objectives of this role will be outlined through the goal setting and review process.

DPV Health Requirements

- Current Victorian Drivers Licence
- Disability Worker Exclusion Check
- Travel and working at DPV Health sites is required
- Valid Working With Children Check
- Satisfactory Policy Check

Authority

The occupant of this position has authority as per the delegation manual.

Key Selection Criteria

Qualifications

- Postgraduate qualification in Human Resources and/or organisational development.
- Hold professional membership with the Australian Human Resources Institute (AHRI) or other relevant professional bodies.

Experience & Skills

- Demonstrated extensive experience in a senior HR leadership role, preferably in the Health and Human Services sector.
- Demonstrated track record in implementing successful organisational change strategies.

Quality and Commercial Focus / Planning and Being Organised

- Strong business/commercial acumen.
- Excellent understanding and knowledge of the funding changes impacting the health sector.
- Analyse and present complex information in an easily understood and accessible format.
- Knowing the most effective and efficient processes to get things done. Speaking up and making suggestions when things can be done better for the client.
- Success in attracting funding for new and existing programs.
- Demonstrated experience managing large scale projects and planning timelines, activities, resources and costs.
- Understand the challenges and complexity of providing consistently high-quality support through a culture of safety, transparency, accountability, teamwork and collaboration.

Leading a team

- Demonstrated experience managing health and community services in a not-for-profit primary care setting.
- Substantial experience in a senior management role.
- Evidence of successful team development and building.
- Ability to collaboratively lead a team to success within agreed timelines.
- Provide clear direction and support. Manage time, resources, tasks and competing priorities.
- Create a culture and team environment where people are motivated to be their best and help the organisation achieve.
- Ability to set measurable objectives. Planning well in advance and effectively manage timelines, resources, and costs to execute.

Leading Change and innovation

- Create a culture where change is normalised and appreciated.
- Create new and better ways for the organisation to be successful.
- Not content with the status quo and see barriers as opportunities for innovation.
- Use initiative in identifying continuous quality improvement opportunities.

Client, Quality and Commercial Focus

- Build client relationships and demonstrated responsiveness to needs and wants of clients (internal and external).

- Ability to understand the client needs and deliver the required service considering costs and funding/revenue.
- Demonstrated knowledge and application of quality improvement, risk management and accreditation processes and reporting requirements.

Communication and an Interpersonal Approach

- Excellent written and verbal communication skills that communicates with a diverse range of audiences in an informative, engaging and persuasive manner.
- Excellent at developing, establishing and sustaining interpersonal relationships.
- Ability to work under pressure, remain calm, and work and motivate people through ambiguity and the stages of change.
- Utilise interpersonal skills and tools to establish constructive rapport with clients from a variety of cultures, religions and socio-economic circumstances.

Application Instructions

To apply, go to fisherleadership.com and click on 'APPLY ONLINE' using reference **DPVgmp0419** and address your cover letter and resume to **Deborah Komesaroff**

Your application should include:

1. A brief covering letter clearly quoting **DPVgmp0419**
2. A complete current resume; stating responsibilities and achievements against each role you have held.
3. Specific responses to the Key Selection Criteria, providing examples of demonstrated experience and capabilities.

You will receive an email acknowledgement confirming receipt of your application within 72 hours. If you do not receive this acknowledgement please contact Katherine Smith by email ksmith@fisherleadership.com

The closing date for applications is Monday, 27 May 2019.